



SCHELLINGPOINT Case - Culture



Driving Culture Change in Healthcare

Changing to a customized leadership competency (behavioral skills) model.

The Situation

The client is a regional healthcare system comprising five hospitals – four acute care and one rehabilitation hospital – as well as a drug and alcohol treatment facility, a research facility, and a home health service. US health reform and market dynamics increased pressure for the system to further enhance performance.

The Requirement

Their internal business planning process surfaced the need to create more holistic attitudes about policies, protocols, and practices across the hospitals to support ongoing improvement efforts in quality, safety, and financial results.

The Solution

A consulting firm specializing in culture development was selected for their experience and Culture Engine™, their assessment and solutioning template running in the SchellingPoint software. The President and CEO championed, and the Senior Vice President of Human Resources spearheaded the change. A key output was a customized leadership competency (behavioral skills) model.

The Result

Over three years of implementation, the competency model is now incorporated into all HR management practices. The CEO has reported ‘the kind of results we had hoped for.’ “One example of cultural change driven by the Culture Engine™ process is ‘System-Wide Thinking.’ With a focus on this competency, localized thinking and behavior is receding and is being replaced with initiatives to standardize clinical protocols across all facilities to achieve clinically integrated networks. Job rotations among the facilities are now becoming the norm, and the sharing of best practices has become an organizational standard.”

He adds, “The competency ‘Developing Others’ has driven the creation of the first-ever employee development process and has kick-started the creation of a succession planning process that manages the organization’s talent from a system perspective, using a common definition of leadership.